EXHIBIT 8

Exhibit
0028

HOW AND WHY VALVE USES DATA TO DRIVE THE CHOICES WE MAKE

Data to Drive Decision-Making

- Decision-Making at Valve
- Introduction to experimental design
- Data collection/analysis infrastructure
- Examples
  - —Playtesting (L4D)
  - —DOTA 2
  - —CS:GO

VALVE_ANT_0007623

DECISION-MAKING AT VALVE

http://www.thumotic.com/seven-ways-this-one-skill-will-improve-your-life/

Decision-Making at Valve

- No formal management structure
- Decision-making is a meritocracy
- All data is available to every employee
- We just want to make the best decisions possible.
- We don't want to rely on 'instinct'→ it is fallible

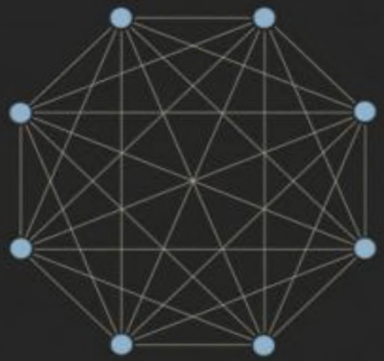
VALVE ORGANIZATIONAL CHARTS

(AS ENVISIONED BY EMPLOYEES)

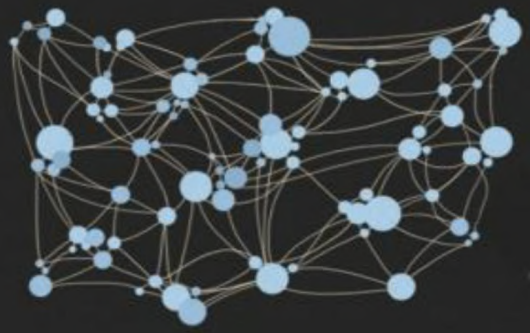
Diag. 1

Diag. 2

Diag. 3



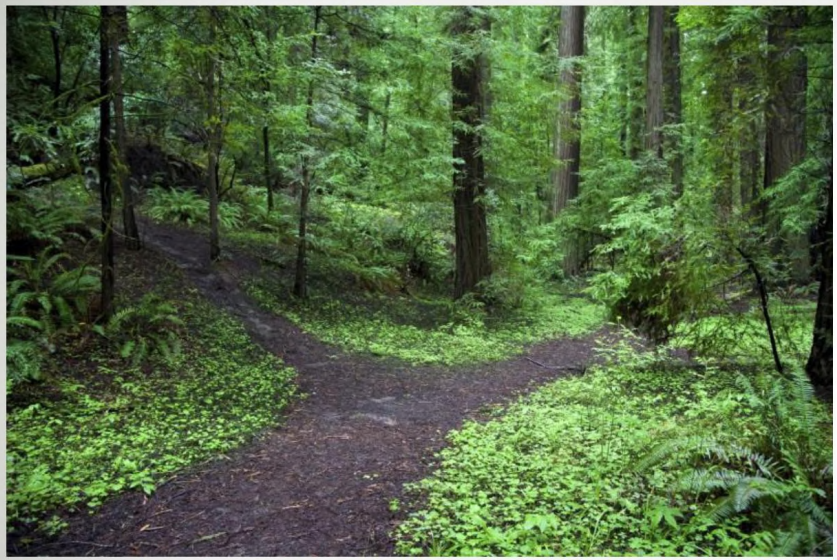
Diag. 4



Diag. 5

* *"I'm the noob, coffee anyone?...Hello?"*

Decision-Making



- Explicit
- Data-driven
- Theory-driven
- Measurable Outcomes
- Iterative

http://sarahmjamieson.wordpress.com/2012/06/10/the-solo-gamer-quantum-meditation-5/

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